



# MISSOURI NATIONAL GUARD 2023 ANNUAL REPORT

PEOPLE READINESS PARTNERSHIPS INNOVATION



ALWAYS READY, ALWAYS THERE

LIVE HERE, SERVE HERE

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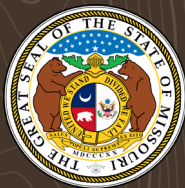
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# FROM THE ADJUTANT GENERAL

Michael L. Parson  
Governor



## MISSOURI NATIONAL GUARD OFFICE OF THE ADJUTANT GENERAL

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2302 MILITIA DRIVE  
JEFFERSON CITY, MISSOURI 65101-1203

Levon E. Cumpton  
The Adjutant General



I am pleased to report that your Missouri National Guard continues to be a strong and capable force that stands ready to support the citizens of our great state and nation. This year we have prioritized and focused our efforts and resources in support of our mission, vision, and priorities.


We are a people first organization and therefore our top priority will always be our members. We are honored to represent your Missouri National Guard consisting of almost 12,000 Soldiers, Airmen, and civilian employees who work and live in every county across Missouri. Of those 12,000 members we employ almost 2,700 of them in a full-time status either as active duty, federal technician, or state employees.

Our greatest readiness builders are our participation in large scale training events and providing support to federal missions around the world. In 2023, our troops participated in overseas training exercises in Indonesia, Malaysia, Thailand, Philippines, South Korea, Japan, Panama, Iceland, Guam, and Guyana. Additionally, we took part in three Warfighter exercises and numerous Annual Training events focused on Large Scale Combat Operations, at various locations across the country. These exercises prepare our members for federal and state missions. In 2023, we deployed over 700 service members in support of 10 missions overseas and along the southwest border. We will deploy another 620 service members to perform similar missions in 2024.

In addition to our overseas missions, we continued to train for our federally assigned domestic response missions such as the Homeland Response Force, the Command-and-Control CBRNE Response Element, the Contingency Response Force, and the 7th Weapons of Mass Destruction - Civil Support Team who uses unique equipment to identify, advise and assist with domestic consequence management.

We also prioritize building strong partnerships throughout our state, nation, and the world because we know our partners multiply our effectiveness. As a component of Global Strike and Air Mobility Command, our Air Guard provides strategic deterrence, and combat support across the U.S. and deployed locations around the globe. This Total Force Integration is accomplished by seamlessly integrating our strength and capabilities with the active-duty Air Force. One of our strongest, enduring partnerships continues to be the country of Panama. In 2023, we conducted 18 exchanges with Panama, where we shared our training and experiences and learned much from the Panamanians. We have 20 similar events planned for 2024.

I am truly proud to serve as your Adjutant General and consistently humbled by the sacrifices of our Guard men and women, and their families.

  
LEVON E. CUMPTON  
Major General, MONG  
The Adjutant General



LEADERSHIP





# OUR HISTORY

Militias in Missouri date back to the French and Spanish colonial era. These early colonial, territorial, and state militias fought in skirmishes and larger conflicts such as the War of 1812, Black Hawk War, Heatherly War, and the Osage War of 1837. In the 1840s the volunteer militia fought in the Mexican War and was called upon to serve during periods of social unrest. By 1847, regular and volunteer militias had been disbanded, and only the uniformed militia remained.

Divided loyalties during the Civil War transformed the Missouri militia. The Missouri State Guard, organized in 1861, was sympathetic to the Confederacy. The volunteer Unionist Home Guard formed in opposition to the State Guard. Subsequently, after the Home Guard was disbanded, the Mis-

souri State Militia formed in 1862 as a full-time force. It was augmented by the Enrolled Missouri Militia, which was created as a part-time local defense force consisting of all able-bodied men not already serving in the military.

After the Civil War, in response to social unrest, companies of uniformed militia were reestablished. In 1877 a new militia law declared that the militia would from then on be called the "National Guard of Missouri." In 1898 the militia mobilized in response to the Spanish-American War. After the conflict ended, Congress passed the National Defense Acts of 1903 and 1908. These acts transformed the militia into the present-day National Guard, shifting control from the state level to the federal level, standardizing requirements for admission and training, and providing federal funding to the Guard. In 1916 the National Guard reorganized again, establishing further professionalization and instituting additional federal regulation. As the twentieth century progressed, the National Guard was involved in major overseas conflicts. In World War I, the Missouri National Guard fought primarily with the Thirty-Fifth Infantry Division in France; in World

War II, Guard members served in both Europe and the Pacific. Following World War II the Missouri National Guard reorganized, while the Air National Guard was established in 1947. During the Korean War some Missouri Guard units were mobilized. Guard personnel supported the Missouri State Highway Patrol during the 1954 Missouri State Penitentiary riot and again in 1968 when rioting broke out in Kansas City. Individual Missouri Guardsmen participated in Vietnam, and entire units reported for Operation Just Cause (Panama, 1989) and Operation Desert Storm (Iraq, 1991). Guard members served in Kosovo, Kuwait, Iraq, Africa, the Sinai Peninsula, and Afghanistan during the next two decades.

On the domestic front, the Missouri National Guard is routinely called upon for state emergency duty in the event of weather emergencies, hazardous material incidents, manhunts, or to support law enforcement during times of civil unrest.

\*Source: The State Historical Society of Missouri



# OUR HOMETOWN GUARD

**88**  
**UNITS**

**65**  
**FACILITIES**

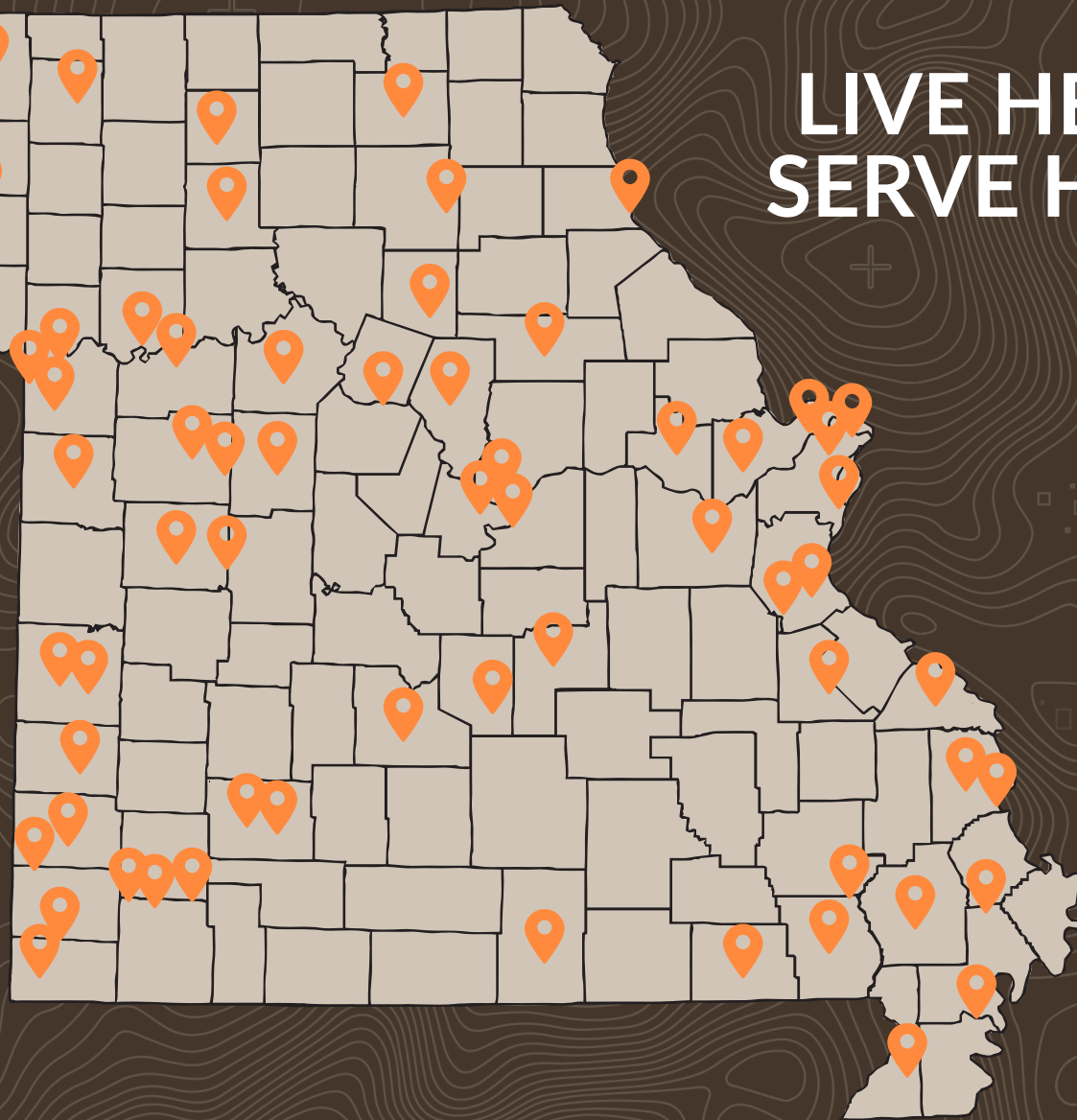
## MISSION

The MONG organizes, trains, and equips a community-based, service oriented operational force of ready Airmen and Soldiers as a cohesive organization to defend and serve the people of Missouri and the United States of America.

## VISION

We train, fight, and win while taking care of each other as one team.

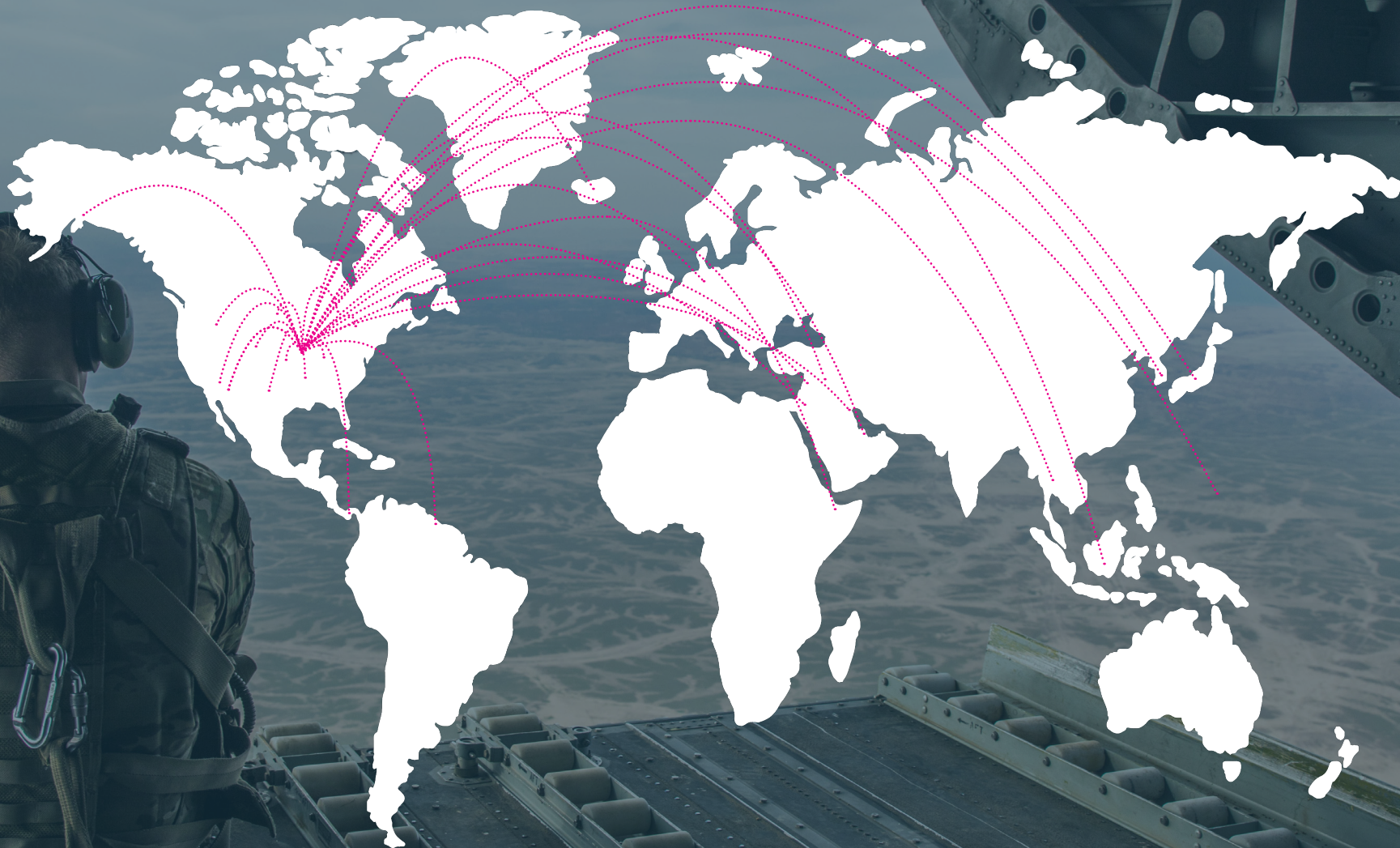
**LIVE HERE,  
SERVE HERE**







# GLOBAL IMPACT



## TRAINING

Alabama  
Arizona  
Arkansas  
Colorado  
Idaho

Indiana  
Michigan  
Montana  
Nebraska  
North Dakota

Oklahoma  
Panama  
Pennsylvania  
Tennessee  
Texas

Germany  
Guam  
Guyana  
Iceland  
Japan

Malaysia  
Indonesia  
Thailand  
Philippines  
South Korea

## FEDERAL DEPLOYMENTS

Djibouti  
Iraq  
Jordan  
Kosovo

Kuwait  
Qatar  
Southwest Border  
Syria





# ECONOMIC IMPACT

Over 99 percent federally funded, the Missouri National Guard is an economic engine for Missouri. The Missouri National Guard provides economic benefits to communities throughout Missouri. Money expended through this community-based organization turns over several times in every segment of the state economy. Economic benefits occur through military and civilian pay and allowances, purchasing goods and services and capital investments in facilities.

Traditional Guard Pay.....	\$ 130,247,512
Active Guard Pay.....	\$119,778,204
Civil Service Pay (Fed. Tech. + Fed.) State Pay).....	\$99,618,329
Mobilized Pay.....	\$87,290,913
State Pay.....	\$5,141,965

**Total Guard Related Pay.....\$442,076,924**

Supplies, Equip. Maint. & Repair Costs.....	\$83,548,282
Local Construction Projects (State and Federal).....	\$8,976,243

**Total Guard Related Operational Expenditures.....\$92,524,525**

**Total Combined Guard Expenditures.....\$534,601,449**

**\$962,282,607**

**TOTAL ECONOMIC IMPACT**

CITY (COUNTY)	TOTAL	CITY (COUNTY)	TOTAL
Albany (Gentry).....	\$1,466,363	Lexington (Lafayette).....	\$1,167,590
Anderson (McDonald).....	\$1,042,998	Macon (Macon).....	\$4,357,628
Aurora (Lawrence).....	\$1,560,603	Marshall (Saline).....	\$3,493,465
Boonville (Cooper).....	\$2,322,191	Maryville (Nodaway).....	\$2,662,926
Bridgeton (St. Louis).....	\$13,968,348	Mexico (Audrain).....	\$3,498,655
Camdenton (Camden).....	\$566,072	Moberly (Randolph).....	\$2,013,229
Cape Girardeau (Cape Girardeau).....	\$6,407,523	Monett (Barry).....	\$870,135
Carthage (Jasper).....	\$16,502,536	Neosho (Newton) Camp Crowder.....	\$21,113,696
Chillicothe (Livingston).....	\$1,679,588	Nevada (Vernon) Camp Clark.....	\$2,648,517
Clinton (Henry).....	\$3,094,959	Ozark (Christian).....	\$2,960,665
Columbia (Boone).....	\$4,004,547	Perryville (Perry).....	\$407,538
Desoto (Jefferson).....	\$1,635,398	Pierce City (Lawrence).....	\$1,739,023
Dexter (Stoddard).....	\$2,867,820	Poplar Bluff (Butler).....	\$3,003,472
Farmington (St. Francois).....	\$2,705,931	Portageville (New Madrid).....	\$3,917,556
Festus (Jefferson).....	\$5,368,026	Raytown (Jackson).....	\$65,639
Florissant (St. Louis).....	\$662,537	Richmond (Ray).....	\$614,801
Fredericktown (Madison).....	\$2,054,748	Rolla (Phelps).....	\$16,528,882
Ft. Leonard Wood (Pulaski) Army.....	\$32,592,826	Sedalia (Pettis).....	\$2,157,175
Fulton (Callaway).....	\$2,712,125	Sikeston (Scott).....	\$4,603,029
Hannibal (Marion).....	\$1,165,694	Springfield (Greene) AVCRAD.....	\$43,333,435
Harrisonville (Cass).....	\$2,436,657	Springfield (Greene).....	\$1,824,511
Independence (Jackson).....	\$2,339,069	St. Peters (St. Charles).....	\$5,327,709
Jackson (Cape Girardeau).....	\$1,933,863	St. Clair (Franklin).....	\$146,848
Jefferson Barracks (St. Louis) Air.....	\$20,031,441	St. Joseph (Buchanan) Air.....	\$107,074,180
Jefferson Barracks (St. Louis) Army.....	\$12,501,326	St. Joseph (Buchanan) Army.....	\$93,438
Jefferson City (Callaway).....	\$3,714,160	St. Louis (St. Louis) Army.....	\$38,085
Jefferson City (Cole).....	\$55,000,530	St. Peters (St. Peters).....	\$491,539
Joplin (Jasper).....	\$4,673,413	Trenton (Grundy).....	\$422,221
Kansas City (Jackson).....	\$18,912,690	Wappapello (Wayne).....	\$2,456,690
Kansas City (Clay).....	\$539,046	Warrensburg (Johnson).....	\$384,191
Kennett (Dunklin).....	\$1,511,152	Warrenton (Warren).....	\$1,501,527
Lamar (Barton).....	\$2,012,177	West Plains (Howell).....	\$2,804,007
Lebanon (Laclede).....	\$2,675,690	Whiteman AFB (Johnson) Army.....	\$600,356
		Whiteman AFB (Johnson) Air.....	\$49,967,505
		<b>TOTAL.....</b>	<b>\$534,601,449</b>





# LEGISLATIVE PRIORITIES

Every year the Missouri National Guard develops legislative priorities based on grassroots input and expertise from our service members. We advocate through lawmakers to ensure we maintain our capabilities, equipment and benefits our service members and their families rely upon.

- North St. Louis Readiness Center. Construction of a new Readiness Center in North St. Louis in the Bellefontaine Neighbors area will provide space to train and support 316 Army National Guard Soldiers. The new facility will be approximately 60,000 sq ft and will provide modern training space.
- Aviation Classification and Repair Activity Depot (AVCRAD), Springfield, MO. Continued investment in the AVCRAD as one of only four Army National Guard rotary-wing aviation depot repair facilities. The AVCRAD directly supports 14 states, 31 aviation support facilities, and 364 aircraft. It employs 299 personnel and operates on a 109-acre campus at the Springfield-Branson International Airport.
- 157th / 257th Air Operations Group facility, Jefferson Barracks Air National Guard Station (ANGS) Saint Louis MO. Construction of a new facility at Jefferson Barracks where the 157th is supporting Air Force requirements for the units working two distinct command/ control mission sets (157th supports Pacific Air Force, 257th Combat Operations Flight supports Air Force Global Strike Command). Current scope of the project is a 23,500 sq ft facility that will replace three older facilities.
- 139th Airlift Wing (139AW) Rosecrans Air National Guard Base (ANGB), St. Joseph MO. Continued investment in facilities and infrastructure. New basing solution increases Anti-Terrorism/Force Protection compliance and improves efficiency and resiliency. The entire Wing operation will relocate north of the current base upon completion of the new footprint which includes 17 new buildings. Five new buildings are already complete on the north development with one under construction.
- C-130 Modernization. Ensure prioritization and secure placement of new C-130J Aircraft at the 139AW. In 2022, the 139AW participated in the C-130J Basing Actions and was not one of the final four recommendations for the new aircraft. This has left the 139AW with the oldest C-130H aircraft in the fleet and put the wing in a precarious position as C-130 Force Structure efforts continue. The 139AW will continue to modernize its C-130H fleet with new props, engines, and avionics.



# COMMAND PRIORITIES

The Missouri National Guard's (MONG) top three operational priorities are readiness, partnerships, and innovation; however, the welfare of our people must remain an integrating priority.



**PEOPLE**



**READINESS**



**PARTNERSHIPS**



**INNOVATION**





# PEOPLE



The men and women of the Missouri National Guard are our greatest resource and the center of gravity for all that we do. While the operational priorities ebb and flow in precedence, the obligation to provide for the well-being and development of our Airmen and Soldiers remains constant. Our people remain an integrating priority and their significance influences everything we do.

Our commitment to putting people first is represented in the diverse range of opportunities that enrich the quality of life of our service members and their families.

We do so by providing programs and services that enhance education and leadership potential, provide access to career advancement as well as other opportunities for personal and professional development. We continuously strive to innovate and expand these programs and opportunities to empower individuals in our organization to thrive and achieve their goals.

For more information about the many programs and opportunities we offer our service members, please visit our website at <http://moguard.ngb.mil>.

9,141

**SOLDIERS**

2,300

**AIRMEN**

\$2,710,259

**FEDERAL TUITION ASSISTANCE GIVEN**

\$3,063,309

**STATE TUITION ASSISTANCE GIVEN**

1,121

**FEDERAL TECHNICIANS**

505

**STATE EMPLOYEES**



# MISSOURI NATIONAL GUARD SOLDIERS AND AIRMEN OF THE YEAR

The Best Soldier and Outstanding Airmen of the Year are chosen every year to recognize Missouri's most exceptional Guard members. By showcasing the highest standards of proficiency, leadership and professionalism, the competitive selection of these top individuals aims to inspire and motivate Guard members across the force to strive for excellence in their personal and professional development, thereby strengthening our overall readiness and capabilities. These selectees will go on to represent Missouri at the regional and potentially national level.

## ARMY BEST WARRIORS OF THE YEAR

## OUTSTANDING AIRMEN OF THE YEAR

### JUNIOR ENLISTED



**Spc. Hunter Gammon**

**UNIT** 935th AVIATION SUPPORT BATTALION

### NONCOMMISSIONED OFFICER



**Sgt. Danny Tucker**

**UNIT** 3-138th INFANTRY REGIMENT

### OUTSTANDING AIRMAN



**SrA Drake E. Bray**

**UNIT** 131ST OPERATIONS SUPPORT FLIGHT

### NONCOMMISSIONED OFFICER



**SSgt Jill M. Morgan**

**UNIT** 139TH FORCE SUPPORT SQUADRON

### SENIOR NONCOMMISSIONED OFFICER



**MSgt Salvo D. Parenti**

**UNIT** 131st CIVIL ENGINEER SQUADRON

### FIRST SERGEANT



**MSgt Cynthia S. Johnson**

**UNIT** 241st AIR TRAFFIC CONTROL SQUADRON





# READINESS



The MONG maintains a trained and disciplined operational force. We must be agile and ready, able to deploy, fight, and win on behalf of the United States and the State of Missouri. The MONG must be Always Ready to support national objectives around the world and Always There to protect local interests in our own communities. Commanders implement this priority in accordance with the guidance in the Strategic Plan and MONG Joint Command Readiness Guidance (JCRG).

The Missouri National Guard participated in numerous stateside and overseas missions supporting multinational exercises in Indonesia, Malaysia, Thailand, Germany, Guyana, the Philippines, South Korea, Japan, Guan and Panama.



# OPERATION HEALTHY DELTA

Service members from across the Department of Defense joined forces with the U.S. Public Health Service and community partners to complete Innovative Readiness Training (IRT), June 10–20, 2023.

The Department of Defense military training and readiness opportunity is exclusive to the United States and its territories and focuses on addressing the needs of underserved American communities. Operation Healthy Delta took place at the Bess Activity Center, Poplar Bluff, Missouri, Miner Baptist Church, Sikeston, Missouri, and Anna-Jonesboro Community High School, Anna, Illinois.

“We are proud to be here to make an impact in these communities, to share our stories and experiences and we hope we are welcome back in the future to continue to serve our communities,” said U.S. Air National Guard Lt. Col. Cristina Fenwick, 131st Bomb Wing, Missouri Air National Guard, the officer in charge of Operation Healthy Delta.

While missions focus on training, it also helps service members be involved with the public and give back to local communities, said U.S. Air Force Reserve Capt. George W. Bates, 514th Air Mobility Wing, Air Force Reserve.

“Our overall mission is about our readiness training,” said Bates, the administrative officer in charge for Operation Healthy Delta IRT. “Secondly, our goal is to provide services to the local community and leave them in a better situation than when we first arrived.”

The IRT provides the opportunity for all service members involved to complete required training and readiness skills. It also puts them in real life scenarios that are applicable to their career fields.







# PARTNERSHIPS



The MONG values teammates and partners. We must continue to integrate with our joint, interagency and community partners to develop cohesive operational response plans that posture our force to respond effectively and rapidly to domestic emergencies. We continue to develop our international partnerships through mutually beneficial agreements, collaborative planning, deliberate interoperability, improved information sharing, and expanding influence.

Protecting the nation and its people requires teamwork at every level. Our interagency partners include organizations like the state highway patrol, federal and state emergency management agencies, and other emergency response agencies across Missouri and the United States.

Through strategic partnerships we aim to strengthen the bonds between civilian organizations, military forces, and international allies. Together, we bridge the gap between military and civilian sectors, creating a network that not only safeguards our communities but also promotes international cooperation for a safer and more secure world.





# PANAMA

In 2023 the National Guard celebrated 30 years of the State Partnership Program (SPP), and Missouri National Guard celebrated its 29th year in which it has been a partner with the country of Panama through the SPP.

This cost-effective program is administered by the National Guard Bureau, guided by State Department foreign policy goals, and executed by the state adjutants general in support of combatant commanders and U.S. Chief of Mission Security cooperation objectives and Department of Defense policy goals.

Through the SPP, the National Guard conducts military-to-military engagements in support of defense security goals but also leverages whole-of-society relationships and capabilities to facilitate broader interagency and corollary engagements spanning military, government, economic and social spheres.





# INNOVATION



The Missouri National Guard embraces change. We look to the future; innovating new systems, processes, and techniques to deliver at the speed of relevance. The MONG organizes for innovation by operating as a Joint Force Headquarters and aligning with joint warfighting concepts, joint doctrine, and joint leader development. We seek to improve the organization by setting long-term goals that maximize resources, develop leaders, and influence our organization.

We must always be advancing, developing and bettering our capabilities through innovation. By investing intelligently in the future of innovation we can improve the efficiency of our force in complex operating environments.



# INNOVATION SPOTLIGHT

## HOLISTIC HEALTH AND FITNESS (H2F)

Holistic Health and Fitness (H2F) System is the Army's groundbreaking investment in Soldier readiness and lethality. This system optimizes physical and non-physical performance, minimizes injuries, and revolutionizes post-injury rehabilitation.

The ultimate goal is to enhance the Total Army readiness and future implementation of the H2F system. The program empowers and equips Soldiers to take charge of their health, fitness, and well-being to optimize individual performance while preventing injury and disease.

MO H2F partnered with Washington University for a capstone course focused on adding local universities into the credentialing assistance vendor database with a focus on those that offer the Tactical Strength and Conditioning Facilitator (TSAC-F) course. We are striving to build our H2F team from within our force by promoting credentialing assistance to service members who are interested in H2F-type career fields.

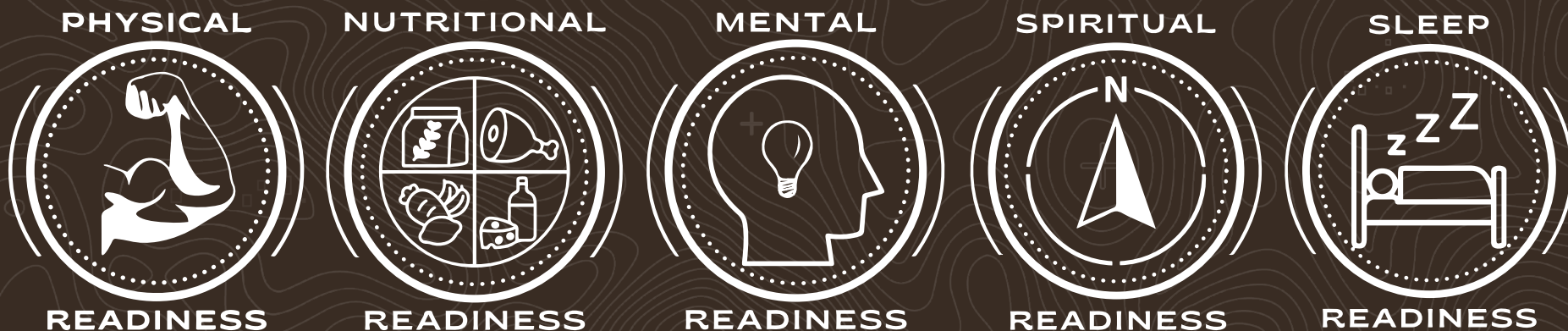
MO H2F is partnered with the University of Missouri for an X-Force Fellowship.

The fellows (interns) analyzed the resources available at university extension offices, staff certified in physical and nutritional education for example, and how these resources can be leveraged in support of H2F to reach geographically dispersed Soldiers. They will determine how extension office assets vary by state and analyze opportunities and challenges for partnership between University Extension Offices and the National Guard. The fellows will develop a process for partnership that is duplicatable nationwide. We expanded the scope of this project to include an analysis of resources related to the new Integrated Primary Prevention Workforce's (IPPW) mission of reducing harmful behaviors as an opportunity for H2F and the IPPW to collaborate.

MO H2F partnered with Dr. Chad Kersick, the Director of the Exercise and Performance Nutrition Laboratory at Lindenwood

University to design a Mobile Tactical Assessment and Education Lab. The equipment and staff assess and educate the Soldiers in the physical, mental, nutrition, and sleep domains. This partnership will enable the Missouri guard to evaluate the effectiveness of the mobile concept prior to investing Army funds into a mobile or stationary facility.

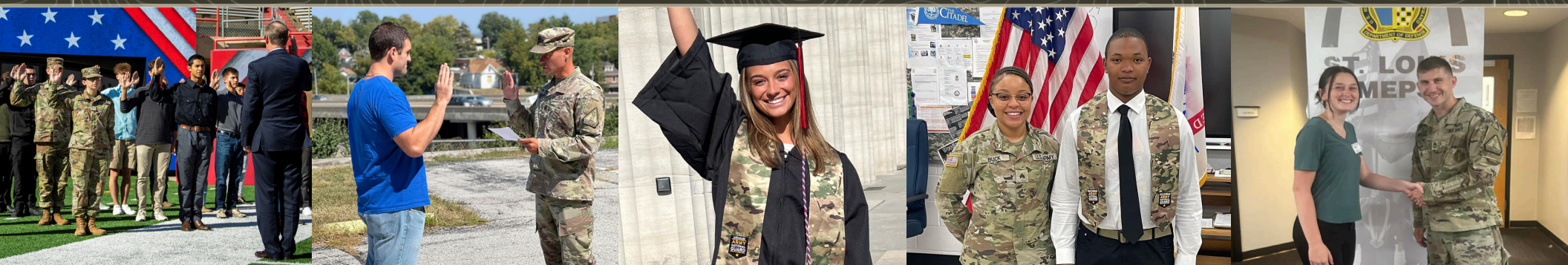
MO H2F partnered with the J1, specifically the Integrated Primary Prevention Workforce, to offer the First Line Leader Course to at risk units. This pilot is funded by the Warrior Resilience and Fitness Innovation Incubator. The First Line Leader Course (FLLC) is a four-hour course designed to build trust through counseling and relationship skills training for first-line leaders. Advanced training for conducting effective individual counseling with service members, understanding, and reacting to non-verbal communication, building professional relationships with subordinates, and facilitating unit cohesion.







# ARMY RECRUITING



The Missouri Army National Guard Recruiting and Retention Battalion dynamically grows Missouri's formations via multiple avenues and from a variety of platforms throughout the state. In addition to recruiting high-quality future Soldiers, the battalion focuses efforts on preparing recruits to complete Initial Active Duty Training (IADT) and retaining Soldiers in critical disciplines. The battalion is primarily charged with meeting annual end strength objectives and serves as the production arm of the organization.

Missouri's seasoned recruiters are at the tip of the spear in terms of service to their communities and offer a wealth of incentives knowledge. Recruiters are continually finding innovative ways to share a message of hope and purpose with their fellow citizens—a positive message that resounds with all Missourians. The Recruit Sustainment Program (RSP) is di-

rectly responsible for preparing, shipping and returning Soldiers to their assigned units after completion of IADT. Missouri's RSP is an NGB-recognized program of excellence and utilizes a combination of training methods and family engagement tools to keep new Soldiers motivated, focused, and proficient on basic tasks prior to departing for training.

Officer Strength Management (OSM) has greatly increased officer and warrant officer strength over the last two years. Basic branch, warrant officer and specialty branch teams maintain healthy pipelines for future officer and warrant officer accessions. OSM manages five Show-Me Guard Officer Leadership Development (GOLD) Programs that emphasize demanding Officer Candidate School training and support officer accessions sustainability. Our Show-Me GOLD Programs are located at: Missouri Southern

State University, Southeast Missouri State University, Northwest Missouri State University, William Woods University and College of the Ozarks. OSM has forged strong relationships with ROTC programs, attracting cadets to Missouri's many branch opportunities.

The 27th Recruiting and Retention Battalion's Recruit Sustainment Program prepares new Soldiers for the rigors of basic and advanced individual training. With companies strategically placed throughout Missouri, the Recruit Sustainment Program prepares newly-enlisted Soldiers for what they will face at basic and advanced individual training. Cadre from the battalion teach basic Soldier skills at the program's monthly drills. The program has increased retention and ensured Missouri's Soldiers are among the most prepared in the nation.





# AIR RECRUITING



The Air National Guard's recruiting efforts over the past year have been marked by strategic initiatives aimed at telling "the guard story" and attracting top-tier talent to serve in the Air Guard. Through joint recruiting events, the Air Guard has successfully collaborated with various stakeholders to maximize its outreach and impact.

Of note is the joint participation in key events such as the State Fair and Wing Career Fairs. By bringing together the recruiting teams from both wings, the Air Guard presented a unified front, showcasing the diverse opportunities and benefits available within the organization. This collaborative approach was also evident at high-profile events like the Garmin

Air show in Kansas City, the State Fair, wing career fairs, and the Missouri State Counselors Convention. These provided engagement opportunities with the community, share the Guard's mission, and build connections with potential recruits.

The innovative "summer surge" campaign was another initiative. This initiative, which ran during the months of June, July, and August, offered a compelling incentive for prospective enlistees. Individuals who joined during this period were eligible for a bonus of at least \$5,000, providing a tangible and immediate reward for those choosing to commit to the Air Guard during the specified timeframe.

These efforts collectively contribute to the broader goal of telling "the guard story." By actively participating in diverse events, engaging with the community, and offering attractive incentives, the Air Guard aims to communicate its mission, values, and the unique benefits of serving in the organization. This comprehensive approach not only strengthens recruitment numbers but also establishes a positive and enduring impression of the Air Guard in the minds of potential recruits and the communities it serves. Through these initiatives, the Air Guard continues to build a strong and capable force ready to meet the challenges of the future.



# 139<sup>TH</sup> AIRLIFT WING

The 139th Airlift Wing is first in global airlift, tactics, and combat - always ready, ever willing. In 2023, the wing conducted a large-scale readiness exercise to test Airmen's ability to operate in a contested and degraded environment.

This exercise included our fuels Airmen traveling to Springfield where they extracted fuel from a C-130 into an R-11 refueling truck and subsequently transferred it to a Missouri Army National Guard UH-60 Blackhawk helicopter. In the same month, 25 Airmen and one of our C-130 Hercules aircraft joined the largest deployment of air forces in NATO history during Air Defend-

er 23 in Germany. Aircraft maintainers provided assistance in maintaining a total of 10 C-130s. By the end of June, they had contributed to the transportation of 1,214 passengers and 1.2 million pounds of cargo. Their work also supported airdrops with over 500 paratroopers and 13,000 pounds of cargo airdropped during the exercise. The following month the wing supported another exercise called Mobility Guardian 23 in the U.S. Indo-Pacific Command region where they joined some 70 mobility aircraft across multiple locations spanning a 3,000 mile exercise area.

Finally, the wing sent 39 Airmen to participate in exercise Silver Ar-

row. In 2023, the wing deployed 126 Airmen in support of exercises around the world. Back in St. Joseph, the wing hosted two career fairs where hundreds of local students learned about various jobs the Missouri Air National Guard offers, the wing received two additional C-130H aircraft from the Delaware ANG, and the 139th Honor Guard team has been reinvigorated and has provided support for over 20 events throughout the region. As we approach the end of 2023, the construction of both airport runways is nearing completion, and the C-130 simulator facility is anticipated to be finished in early 2024.





## HEADQUARTERS

Rosecrans Air National Guard Base,  
St. Joseph

## COMMANDER

Col. John Cluck

## SENIOR ENLISTED LEADER

Chief Master Sgt. Thomas Triplett

## MISSION

First in global airlift, tactics, and combat - always ready, ever willing. The 139th provides Advanced Airlift Tactics Training from all components and allies from around the world. Provides the state and nation with immediately deployable, combat-ready C-130H-model aircraft.





## HEADQUARTERS

Whiteman Air Force Base,  
Jefferson Barracks,

## COMMANDER

Col. Jared Kennish

## SENIOR ENLISTED LEADER

Chief Master Sgt. Jason Henke

## MISSION

The 131st Bomb Wing (BW) provides fullspectrum, expeditionary, B-2 global strike and combat support capabilities. Wing manpower is dedicated to providing for the unit's overall combat readiness, operating support functions for tenant and attached units and for performing combat and emergency duty in support of both federal and state missions.





# 131<sup>ST</sup> BOMB WING

The 131st Bomb Wing celebrated its 100th Anniversary of federal recognition on June 23, 2023. The wing's humble origins in a St. Louis gas station with mismatched uniforms and a donated Curtiss JN-4 "Jenny" has led it through more than two dozen different mission aircraft—from biplanes to jets to the B-2 stealth bomber—serving honorably in each of our nation's wars, in every corner of the globe.

The 131st Operations, Maintenance, and Mission Support Group Airmen, along with their active-duty counterparts, deployed to Keflavik Air Base, Iceland, as part of Bomber Task Force 23-4. During the month-long mission, they integrated with allied and partner forces from five nations, as well as supported U.S. Indo-Pacific Command and U.S. Northern Com-

mand air forces during Exercise Red Flag Alaska with a 17-hour mission over Arctic air space. Our Missouri Guardsmen strengthened our longstanding partnership with the Icelandic people and proved their ability to fulfill the B-2 Spirit stealth bomber's mission of global strike capability and credible deterrence to adversaries anywhere, any time.

The 131st Medical Group led a multi-service, total force, Innovative Readiness Training mission in the Missouri Bootheel and Southern Illinois region. The mission provided no-cost, life-changing healthcare services for more than 2300 Americans in need, while giving service members valuable training opportunities they wouldn't otherwise have at their home stations. The nearly 300 troops involved in the exercise

provided over \$1.8 million worth of medical care and services while forging invaluable relationships and goodwill in these communities.

The 131st Civil Engineer Squadron deployed to Fort William Henry Harrison, Montana to perform a rotation constructing a storage facility for the Montana National Guard's M1A1 Abrams tanks. Missouri Guardsmen train to deploy worldwide and support the construction, maintenance and repair of airfields and structures like this facility. The project will save taxpayers an estimated \$800,000 per year in repair and maintenance expenses and leave the armor unit with a higher state of readiness to respond to contingencies.



# 110<sup>TH</sup> MANEUVER ENHANCEMENT BRIGADE

The 110th Maneuver Enhancement Brigade (MEB) is comprised of a Headquarters and Headquarters Support Company, the 1-138th Infantry Regiment (IN REGT), the 3-138th IN REGT, the 1-129th Field Artillery Regiment (FAR) and the 135th Signal Company, HSC, 110th MEB, participated in PANAMAX 2023 and the III Corps' WFX 24-3 showcasing operations and interoperability with multinational partners. The 135th Signal Company honed their communication systems skills, Army Warrior tasks, and weapons during annual training at Camp Crowder, Missouri in August.

The 1-138th Infantry Regiment conducted annual training at Ft. Chaffee, AR with the 39th Infantry Brigade

Combat Team (IBCT). The Battalion has deployed two Security Force platoons to the Middle East and a thirteen-man Mobile Training Team (MTT) to Germany to support our partners in Europe. The emphasis for annual training was on individual tasks that directly related to the E2B. Soldiers of the BN also completed the following schools: six Air Assault, three Pathfinder, one Sniper, one Ranger and one Expert Infantryman Badge.

The 3-138th Infantry Regiment focused on individual training during the first year of the Battalion's existence conducting AT at Ft. Leonard Wood, MO. They hosted the 2nd annual 138th Infantry Regiment Dining-Out in Kansas City, MO. Additionally, the

BN had one pass Ranger, two pass EIB, two pass Sniper, 17 pass Air Assault, two pass Airborne, and two pass Pathfinder.

In 2023 the 1-129th Field Artillery Regiment focused on a diversity of mission sets that included sling load and CASEVAC operations with the 1-135th Assault Helicopter Battalion, 24-hour operations, and standard Field Artillery operations supported by the 1128th Forward Support Company. All tasks increased the legality and standards of proficiency of the Field Artillery Regiment. The Battalion fired a mixture of over 1300 projectiles with lethal effects at Fort Riley, KS and at the home of the Field Artillery, Fort Sill, OK.





## HEADQUARTERS

Kansas City, MO

## COMMANDER

Col. William Irby

## SENIOR ENLISTED LEADER

Command Sgt. Maj. Lawrence Welty

## MISSION

The 110th Maneuver Enhancement Brigade is a mission-tailored force that conducts support area operations, maneuver support operations, and support to consequence management and stability operations in order to assure the mobility, protection and freedom of action of the support force.





## HEADQUARTERS

Fort Leonard Wood, MO

## COMMANDER

Col. Mike Seek

## SENIOR ENLISTED LEADER

Command Sgt. Maj. Richard Parks

## MISSION

35th Engineer Brigade plans, integrates and directs the execution of general engineering, counter mobility, survivability and mobility missions conducted by engineer battalions not organic to maneuver units and augments engineer units organic to corps and division. The brigade provides technical and tactical guidance and command and control (C2) to teams, companies and battalions.





# 35<sup>TH</sup> ENGINEER BRIGADE

1135th Engineer Route Clearance Company deployed to Kuwait in support of Operation Spartan Shield. 294th Engineer Support Company deployed to Africa to support construction projects in the region and Exercise Golden Lion. The 276th Engineer Vertical Construction Company completed several in State troop construction projects including clearing, grading, compacting a motor pool and pouring two concrete driveways at the Anderson Armory. The 276th also constructed a concrete pad at Macon Training Site and a Range Shelter at Camp Crowder.

The 335th Engineer Area Clearance Platoon completed Mine Clearance, Emplacing/Breaching Wire Obstacles, Crew Served Weapons Qualification, and Land Navigation during their Annual Training period at Fort Leonard Wood Missouri. The 1141st Combat Engineer Company completed Mine Clearance, Emplacing/Breaching Wire Obstacles, Engineer Reconnaissance, Zodiac Training, Demolitions Certification, and Crew-Served Weapons Qualification at Macon training site and Fort Leonard Wood Missouri. Headquarters and Headquarters Company

203rd Engineer Battalion and Forward Support Company 203D Engineer Battalion conducted Annual Training between Camp Crowder Missouri and Fort Chaffee Arkansas and completed numerous specialized skills training areas. Including day & night drivers training, equipment camouflaging, obstacle course training, rappel tower training, general maintenance, refueling, and recovery operations.

The 220th Engineer Construction Company focused on the numerous requirements for their upcoming deployment to the Southwest Border Mission in October 2023. The 1138th Combat Engineer Company spent 2023 preparing to transition to a Combat Engineer Company-Infantry (CEC-I), where they will integrate the Javelin Anti-Tank Weapon System into their route clearance operations. The 1438th Multirole Bridge Company participated in the Dense Urban Terrain (DUT) Exercise in Nashville, TN and built an Improved Ribbon Bridge in an event that bridge systems collapse or are unattainable to pass. Headquarters and Headquarters Company 1140th Engineer Battalion and Forward Support

Company 1140th Engineer Battalion focused on the numerous requirements leading up to their deployment to Kuwait in Training Year 24 in support of Operation Spartan Shield.

The 235th Construction Management Team deployed to Kuwait in support of Operation Spartan Shield, serving as a definitive force multiplier to our allies overseas. Also, the 635th Forward Engineer Support Team maintained readiness and continually served as trusted advisors to many engineer missions or projects.

Headquarters and Headquarters Company 35th Engineer Brigade served as Task Force Ops in the C2 element of the CBRN Response Enterprise (CRE). They maintained responsibility for their organic units, along with four additional downtrace units associated with CRE. The Engineer Brigade stands ready to respond to any task given by higher headquarters and continues to foster great relationships within our state in civilian partners and out of state with numerous partners among the Guard nation.



# 70<sup>TH</sup> TROOP COMMAND

The 70th Troop Command maintained their high OPTEMPO, supporting various events, training, and missions across the country. The 7th Weapons of Mass Destruction Civil Support Team supported multiple Steady State Missions, including Superbowl LVII Parade (1 million spectators), the 2023 NFL Draft (312,000 spectators), and the PGA Ascension Charity Classic (60,000 spectators). Det 1, 179th Cyber Protection Team spent the year completing US Cyber Command pipeline training and industry-standard certifications to validate and prepare for their Federal mission and Cyber Workforce roles. They attended Cyber Shield with their counterparts from Nebraska and Arkansas, revalidating the unit and meeting qualifications for their federal mission.

The 70th Mobile Public Affairs Detachment supported two “This One’s For You” sports telecasts and supported the State Partnership Program engagements in Panama and an event in Israel. They also supported Army South in the Tradewinds ’23 exercise with over twenty partner nations, several of which we helped train in Public Affairs practices and procedures. The 135th Army Band performed for over 85,000 viewers at numerous events, including the 1107th Deployment Ceremony, Bowling Green MO Bicentennial Festival, O’ Fallon MO 4th of July Parade, Route 66 Parade and Festival, and the Suicide Prevention Run.

The 835th Combat Sustainment Support Battalion postured their 1221st Transportation Company for a deployment to US European Command and executed a con-

solidated training event with the Homeland Response Force in Salina Kansas. The 229th Multifunctional Medical Battalion maintain the Command & Control, CBRN Response Element - Bravo Mission in the 206th Medical Company Area Support, providing mass casualty decontamination capabilities. They also had the 205th Medical Company Ground Ambulance assume the Contingency Response Force. Training Center Command continued their support of numerous units across the state, as well as Army Reserve units from other states. They provided support to community organizations such as the Young Marines, Civil Air Patrol, and Junior Reserve Officers’ Training Corps, supporting a total of 223,344 personnel training days, a definite increase from 2022 144,898.





## HEADQUARTERS

Lebanon, MO

## COMMANDER

Col. Scot Ratcliff

## SENIOR ENLISTED LEADER

Command Sgt. Maj. Shannon Wilde

## MISSION

Provide support to civil authorities, area operations, consequence management and stability operations during in order to assure the mobility, protection and freedom of action of the supported force and citizenry in assigned areas.





## HEADQUARTERS

Springfield, MO

## COMMANDER

Col. Timothy Hodges

## SENIOR ENLISTED LEADER

Command Sgt. Maj. David Cox

## MISSION

To provide to a theater of operations fixed base, dedicated theater aviation sustainment/depot capability support to the combatant commander.





# 1107<sup>TH</sup> AVIATION GROUP

The 1107th AVN GRP provides ready formations to the President of the United States and the Governor of the State of Missouri when called upon in times of need. Our primary mission remains fighting and winning our nation's wars when deterrence fails and supporting the state of Missouri in times of disaster and civil unrest. We conduct rigorous training that incorporates supply support, theater aviation maintenance support, and expeditionary deployment capabilities in support of the Ground Force Commander. We accomplish this by conducting cross-state coordination with all 14 states that encompass the support network of the MO-Aviation Classification Repair Activity Depot (AVCRAD) and the 1107th AVN GRP. Our primary focus is to provide reliable, available, and cost-effective products to customers in our support region and the forces we support so the Army's mission and operational readiness goals can be achieved.

The 1107th Aviation Group deployed a group of approximately 20 Soldiers to Kuwait to support Operation Enduring Freedom. These Soldiers are provided depot level expertise on aviation maintenance in support of the 1st Theater Sustainment Command.

Due to the uniqueness of 1107th's Alpha Company mission of aircraft maintenance on various aircraft models and the limited availability of certain aircraft in the MOARNG, A Co conducted 10 Out-of-state Annual Training Rotations in four different states sending a total of 62 Soldiers to further develop their competency and skills in aircraft maintenance. This continues a partnership between the AVCRAD networks and the 1107th Aviation Group that fosters development of 1107th Soldiers as well as servicing of AVCRAD out-of-state clients and partners.

The 1107th AVN GRP has seen significant administrative success during

the last year. The Group completed 7 Officer and Warrant Officer promotions. The Group also promoted 37 enlisted soldiers. The Group also received four Meritorious Service Medals, two Legion of Merit, 15 Army Commendation Medals, 13 Army Achievement Medals and 35 Missouri Commendation Medals for their outstanding contributions to Missouri and the Missouri National Guard.

The 1107th AVN GRP has been an active participant in the State Partnership Program, participating in five support training missions with our partners in Panama. Training included Aviation Maintenance Operations, Corrosion Prevention Techniques, and Rotary Wing quality assurance/quality control. The participants provided critical Depot level Aviation Maintenance expertise to the Panamanian government during these rotations that support the TAG's priority of bolstering our State Partnerships and creating lasting geopolitical importance.



# 35

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## HEADQUARTERS & HEADQUARTERS BATTALION

# INFANTRY DIVISION

In November 2022, the 35th Infantry Division (35th ID) successfully returned from a mobilization to the U.S. Central Command Area of Responsibility. While deployed, the 35th ID was headquartered at Camp Arifjan, Kuwait, with Soldiers located throughout Jordan, Saudi Arabia, Qatar, and the United Arab Emirates. After a much-needed break, members of 35th ID rejoined their comrades for a Yellow Ribbon event in February 2023 and went back into normal drilling status in March. The companies immediately began working on equipment reset and the modernization phase of the Regionally Aligned Readiness and Modernization Model cycle (ReARMM).

In July, the 35th ID Military Intelligence Staff (G2) conducted the first-of-its-kind Military Intelligence Professional Development Symposium. Military Intelligence professionals from across the state and 35th ID's subordinate units were invited to attend two days of sem-

inars covering Opposing Force (OPFOR) Operations, peer and near-peer military developments in enlisted career progression, intelligence collection, counterintelligence and fusion capabilities. In September, the 35th ID hosted the first annual Division Readiness Symposium, welcoming a diverse array of Army National Guard aligned Brigades from the Division aligned states to the division headquarters in Leavenworth, Kansas. The events increase communication and shared understanding between the 35th ID and the aligned brigades for operational, exercise, and deployment readiness. The 35th Infantry Division's aligned units: 39th Infantry Brigade Combat Team (IBCT) of the Arkansas National Guard, the 45th IBCT of the Oklahoma National Guard, the 72nd IBCT of the Texas National Guard, the 230th Sustainment Brigade of the Tennessee National Guard, the 35th Infantry Division Artillery of the Kansas National Guard, and the 35th Expeditionary Combat Aviation Brigade

and the 110th Maneuver Enhancement Brigade from Missouri, were all in attendance. This year's readiness symposium synergized a vast array of military leadership and expertise to ensure the Division is ready to train, fight and win in large-scale combat and multi-domain operations.

The 35th Infantry Division, and Association, held a dining out to celebrate success of the most recent deployment and historical campaigns, welcoming current and former military, and family members of the 35th Infantry Division. The night included World War I reenactors, a speech by Major Gen. (Ret.) William Blaylock about the Division's exploits during the recent mobilization, a hall of fame induction. The evening's events built camaraderie between members of the 35th ID, new and old, and the myriad of unit representatives in attendance.



# ALWAYS READY, ALWAYS THERE



## HEADQUARTERS

Lexington, KS

## COMMANDER

Lt. Col. Bill Hardwick

## SENIOR ENLISTED LEADER

Command Sgt. Maj. Kevin Westerhold

## MISSION

The Battalion Headquarters provides command and control of subordinate companies and provides operational and administrative life support to the Division HQ.





## HEADQUARTERS

Fort Leonard Wood , MO

## COMMANDER

Col. Arthur Roark

## SENIOR ENLISTED LEADER

Command Sgt. Maj. Timothy Meers

## MISSION

The 140th Regiment provides institutional leader development for individual Soldiers to United States Army Training Doctrine Command accreditation standards as part of the Army School System. Regimental units also instruct functional courses, provide pre-mobilization training and provide defense support to civil authorities.





# 140<sup>TH</sup> REGIONAL TRAINING INSTITUTE

The 140th Regiment Regional Training Institute (RTI) provides leadership development, military occupational specialty (MOS), and additional skill identifier (ASI) training for Army National Guard (ARNG), United States Army Reserve (USAR), and Active Component (AC) Soldiers. On order, Regimental units provide pre-mobilization training, instruct functional courses, and provide defense support to civil authorities.

In fiscal year 23 (FY23), the 140th RTI conducted 62 courses in Leadership, MOSQ, and Functional Training for over 691 students. These courses produced MOS qualified Engineers, Military Police, mechanics and ordnance personnel. The courses also produced graduates of leadership training from Officer Candidate School (OCS), Warrant Officer Candidate School (WOCS), Senior Leaders Course (SLC) and Advanced Leaders Course (ALC). All courses are instructed to TRADOC accreditation standards as part of the Army School System.

Headquartered at Fort Leonard Wood (FLW), the 140th RTI consists of three battalions: 1/140th

Engineer Battalion, 2/140th General Studies Battalion (GSBN), and 5/140th Ordnance Battalion (ORBN). The mission of 1/140th EN is to provide the Engineer community with entry and intermediate level heavy construction equipment operators. The training Battalion evaluates Soldiers in mobility, counter mobility, and survivability tasks, which are the center of Engineer operations. In FY 2023 1/140th EN BN planned and executed 8 heavy equipment operators courses which qualified 67 Soldiers in MOS 12N10, Horizontal Construction Engineer. Furthermore, the Battalion supported several troop construction projects throughout Missouri and on the FLW installation. The mission of 2/140th GSBN is to develop and train future leaders by instructing the Missouri Army National Guard's Officer Candidate School (OCS), Warrant Officer Candidate School (WOCS), Basic Military Police Course (BMPC), and other general studies courses. In FY23, 2/140th GSBN planned and executed four Common Faculty Development-Instructor Courses (CFDIC) which produced 42 new Army instructors in the ranks of Enlisted, Warrant Officer, and Officers across all branches

of the Army. 2/140th GSBN also conducted several MP re-classification courses which graduated 36 new Military Police Officers from 12 different States throughout the National Guard and the Army Reserves. Furthermore 2/140th GSBN graduated 16 Soldiers from Warrant Officer Candidate School and 27 Soldiers from the Officer Candidate School.

The mission of 5/140th ORBN is to provide Ordnance Professional with training and education in Wheeled Vehicle Mechanic (91B) and Power Generation Specialist (91D) skills at Military Occupational , ALC, and SLC levels. 5/140th ORBN also provides ASI Wheeled Vehicle Recovery (ASIH8) to support the unit combat readiness goals. In FY23, 5/140th ORBN planned and executed 16 leadership development courses to, including ALC and SLC, which qualified 172 Soldiers in leadership and ordnance operations. Furthermore, 5/140th ORBN trained and graduated over 331 Soldiers in Wheeled Vehicle Recovery Operations, Wheeled Vehicle Maintenance Operations, and Tactical Power Generation Skills.



# 35<sup>TH</sup> COMBAT AVIATION BRIGADE

The 35th Combat Aviation Brigade (35th CAB), with the help of the 1-135th Assault Helicopter Battalion (AHB) and 935th Aviation Support Battalion (ASB) as their supporting white cell, had a very successful Warfighter Exercise at Camp Atterbury, Indiana. The 35th CAB served as the Aviation Brigade for the 40th Infantry Division. It provided mission command as an expeditionary headquarters capable of defeating peer threats in a Large Scale Combat Operations (LSCO) environment. The 35th CAB effectively shaped the Deep Area for the Division, achieving convergent effects that disrupted the enemy commander's scheme of maneuver and decision cycle. The 35th CAB Staff was also able to validate its network architecture, Standard Operating Procedures

(SOPs), and Battle Drills for all command post nodes.

Upon the 35th Infantry Division's return from deployment, the 35th CAB prioritized aligning training opportunities with the Division. As the Division is the Army's identified unit of action, the 35th CAB provides the Division Commander speed, flexibility and reach to shape the Division Deep Area. These training opportunities are significant as the Division and 35th CAB prepare for future Warfighter Exercises in Fiscal Year (FY) 25 and 26.

The 35th CAB has closely partnered with the Recruiting and Retention Battalion and other Major Senior Commands to build strength readiness across the State. The 35th

CAB has flown 63 missions, consisting of static displays, orientation flights, and incentive flights. These flights transported 3,624 personnel, and the static displays reached countless more. The 35th CAB is excited to continue this partnership as we enter FY24

The 1-135th AHB continued fielding the UH-60M (Black Hawk helicopter). At the end of FY23, 1-135th AHB is 21 of 25, and the MEDEVAC Detachment is 3 of 3 fielding for the UH-60M. This modern aircraft comes with a multitude of new and improved capabilities. It contains digital avionics, an enhanced rotor system, and a more robust airframe while being able to fly higher, faster, and carry more weight than any of its predecessors.





## HEADQUARTERS

Sedalia, MO

## COMMANDER

Col. Paul Howerton

## SENIOR ENLISTED LEADER

Command Sgt. Maj. Thomas Hintenach

## MISSION

To provide command, control, staff planning and supervision of Combat Aviation Brigade operations to fight and win our nation's wars when deterrence fails, and supporting the state of Missouri in times of disaster and civil unrest.





## HEADQUARTERS

Jefferson Barracks, MO

## COMMANDER

Col. Lindsey Decker

## SENIOR ENLISTED LEADER

Command Sgt. Maj. Bobby Richards

## MISSION

The 35th Military Police Brigade (MP) conducts mission command for all task organized units conducting or supporting military police operations. Integrates capabilities from all three police disciplines (police operations, detention operations and security and mobility support) and integrates police intelligence operations into all military police missions. As required, exercises mission command of a tactical combat force conducting response force operations. When designated, executes the duties of the Joint Force Commander of Detainee Operations (CDO).





# 35

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# MILITARY POLICE BRIGADE

The 35th Military Police Brigade is headquartered at Jefferson Barracks and comprises a Headquarters Support Company, the 175th Military Police Battalion, 205th Military Police Battalion, and 220th Motor Transportation Battalion. The Brigade is an operational force, integrates capabilities, and conducts mission command for all task-organized elements. Soldiers from the Brigade supported several enduring directed missions and various state and federal missions, including two federal deployments and several state emergency duty missions. The 175th Military Police Battalion is headquartered in Columbia and focused on state emergency duty preparedness. They are the lead element for the National Guard Response Force and CBRNE Assistance Support Element. Their training and partnership with law enforcement increased

readiness and was one of the first elements in the nation to receive FEMA Field Force Operations certification.

The 205th Military Police Battalion is headquartered in Poplar Bluff. They focused on training for federal sourcings to support Operation Spartan Shield and the Mobilization Support Force. The ambitious and challenging training plan increased proficiency and built a strong, confident, and prepared team for upcoming missions.

The 220th Motor Transportation Battalion is headquartered in Fredericktown and provides rolling stock for various logistical support missions. Equipment operators and staff members successfully supported Operation Patriot Press in Indiana and Operation Freedom Shield in Korea. They were incredible real-world missions

that provided a unique opportunity for those who participated.

Over the year, the Brigade focused on Soldier readiness, enhancing resilience, building esprit de corps, and strengthening community partnerships. Units and personnel across the state participated in multiple parades, fun runs, festivals, and ceremonies and volunteered countless hours supporting local charities and non-profit organizations. The leaders of the Brigade continue to design engaging, challenging, and physically demanding training, with resilience and spiritual wellness woven into the plan. The Soldiers of the 35th Military Police Brigade have accomplished every challenge presented to them and are trained and ready to answer the call for any federal or state mission. Always ready, always there!



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